

## Personnel Committee

**Wednesday, 30 January 2019 at 10:30**

**County Hall, West Bridgford, Nottingham, NG2 7QP**

---

### AGENDA

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 28 November 2018   | 3 - 6   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Workplace Buddy Scheme Update  | 7 - 10  |
| 5 | Gender Pay Gap Update  | 11 - 20 |
| 6 | Business Services Centre Proposals for Delivery of Savings from 1 April 2019   | 21 - 26 |
| 7 | Leadership Development Programme Update  | 27 - 34 |
| 8 | Work Programme   | 35 - 38 |

### Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in

the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Sarah Ashton (Tel. 0115 977 3962) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>



# Minutes

Meeting PERSONNEL COMMITTEE

Date Wednesday 28 November 2018 (commencing at 10.30am)

## Membership

Persons absent are marked with an 'A'

## COUNCILLORS

Neil Clarke MBE (Chairman)  
Keith Walker (Vice Chairman)

Maureen Dobson  
Errol Henry JP  
Rachel Madden  
John Ogle

Sheila Place  
Steve Vickers  
Gordon Wheeler  
Jonathan Wheeler  
Yvonne Woodhead

## OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director - Customers and HR
Gill Elder	Group Manager – HR
Helen Richardson	Senior Business Manager - WPOD
John Nilan	Team Manager Health & Safety

## OTHER MEMBERS IN ATTENDANCE

Councillor John Longdon

## 1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 3 October 2018, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

## 2. APOLOGIES FOR ABSENCE

None

Membership changes:

Councillor Rachel Madden replaced Councillor Helen-Ann Smith for this meeting only.

### **3. DECLARATIONS OF INTEREST**

None.

### **4. NOTTINGHAMSHIRE COUNTY COUNCIL'S RESPONSE TO THE APPRENTICESHIP LEVY AND PUBLIC SECTOR DUTY**

#### **RESOLVED 2018/39**

- 1) That the Public Sector Target data as set out in Appendix 1 of the report be publicised on the Council's public website, the Committee approves this publication.
- 2) That the Committee accepts the self-assessment outcome with no further action at this time and approve the amendments to the action plan as set out in Appendix 2 of the report.

### **5. WORK EXPERIENCE AND APPRENTICESHIPS FOR LOOKED AFTER YOUNG PEOPLE AND CARE LEAVERS**

#### **RESOLVED 2018/40**

- 1) That the continuing work around the engagement and support of care leavers into employment using apprenticeships as set out in Appendix 1 of the report be approved.
- 2) That the continuing delivery and expansion of a work experience programme for Looked After Children be approved.

### **6. UPDATE ON ATTENDANCE AT CAREERS OUTREACH EVENTS**

#### **RESOLVED 2018/41**

- 1) That the plan to draw together the various talent management schemes operating within the Council be approved that a further report on the impact of this activity be provided at a future Personnel Committee meeting.
- 2) That the continued attendance at and promotion of career outreach events as set out in Appendix 1 of the report, and with ad hoc events added to the schedule as appropriate, be agreed.

- 3) That the Committee receives a further report in six months' time on what has been learnt from attending careers outreach events and how this is being used to inform future activity going forward.

## **7. SICKNESS ABSENCE PERFORMANCE TRENDS AND ONGOING ACTION FOR IMPROVEMENT**

### **RESOLVED 2018/42**

- 1) That the Committee receives updates regarding the revised Employee Health and Wellbeing Action Plan 2018/19.
- 2) That the Committee receive a further report on progress towards the target at the end of the third quarter of 2018/19 at the March 2019 Committee.

## **8. HEALTH AND SAFETY SIX MONTHLY UPDATE REPORT**

### **RESOLVED 2018/43**

That the amended action plan as set out in Appendix C of the report be approved and that the Committee receives a further Health and Safety performance update in six months.

## **9. WORK PROGRAMME**

### **RESOLVED 2018/44**

That the work programme with the three changes to reports detailed below be accepted.

Update on the leadership development programme  
Update on the buddying scheme  
Care leavers and how we support them

The meeting closed at 11.22am.

**CHAIRMAN**



**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****WORKPLACE BUDDY SCHEME - UPDATE****Purpose of the Report**

1. To update Members on the roll out of the Workplace Buddy Scheme as part of a comprehensive package of support to employees and to seek agreement to the ongoing development and expansion of the scheme.

**Information****Background**

2. The County Council is a Platinum Wellbeing at Work award winner with a comprehensive Wellbeing Action Plan and supporting programme of work. The focus of this is to support employees to remain healthy whilst at work and to be able to return to work as soon as possible after a period of absence and to be able to perform well whilst at work.
3. Members are also aware that, in common with many other employers, stress and depression is the most prevalent reason for absence across the Council and that the Council has in place a range of initiatives to try to improve the resilience of employees but that these are continually under review.
4. Following the relaunch of the package of support measures for employees via a new page on the Council's intranet, work continues with Public Health colleagues to ensure that the intranet includes advice, signposting and access to services and activities in relation to diet, fitness, dealing with cancer and terminal illness, smoking cessation and a range of measures to support employees experiencing mental health issues. The focus is on self-service and access to activities where possible. However our Well-being Champions and developing Mental Health First Aiders programme will provide further support in sign-posting individuals to relevant information.
5. As part of this comprehensive offer, the Workplace Buddy Scheme was developed and launched in May 2018. The scheme is an entirely voluntary, informal support scheme provided for employees by other employees to provide a "listening ear" and opportunity to have a coffee and a chat with a colleague as a means of receiving support outside of the normal management arrangements.
6. The opportunity to volunteer as a buddy has been promoted via the intranet, Team Talk and through team meetings. Buddies can discuss potential issues and problems with colleagues

and listen to how they are feeling with a view to preventing issues escalating and potentially impacting on an employee's ability to attend work. It will be for individuals to decide whether such contact is undertaken face to face, by email or telephone.

7. Whilst a number of employees stated that they would find the buddy scheme helpful as part of a managed return to work, there has been limited uptake to date. For many, such informal support already exists through workplace friendships. However we continue to promote the scheme as part of the HR team's support to employees and managers as a valuable addition to the range of support for employees perhaps just having "a bad day" as a preventative measure or where their health has deteriorated to the point that they have been absent and are apprehensive about returning to work.
8. As mental health is often a significant factor for long term absence, volunteer buddies will be provided with information on the national "Time to Talk" initiative which provides some very practical assistance and guidance on how to support colleagues returning to work after a period of absence.
9. Workplace buddies have been acknowledged as innovative by external partners who have had information about the scheme shared with them by one of our employees as an example of good practice and we have been advised that parts of the NHS are hoping to trial a similar scheme.
10. The Workplace Buddy Scheme is in addition to day to day managerial support for employees and through formal supervision and the Employee Performance and Development (EPDR) process as it is recognised that employees may feel more able to share some issues and concerns with a colleague on an informal basis than with their line manager.
11. This informal buddying scheme fits into the Council's overall wellbeing support package which also includes coaching from a network of trained and qualified coaches; access to external NHS wellbeing services and the Council's formal Counselling Service provided by an external provider.
12. Good progress is being made in relation to working with the recognised trades unions to develop proposals for Mental Health First Aiders to further support employees. After several discussions we have agreed what level of support the voluntary service will take and have evaluated training for the type of scheme we are seeking to implement. We will shortly be asking for people interested in training as a Mental Health First Aider to volunteer.

## **Promotion and Next Steps**

13. It is recognised that different people respond to different types of support and there is not a universal one size fits all approach for people experiencing temporary or ongoing poor mental health. However in seeking to provide a broad range of support mechanisms, it is hoped that employees will find something suitable to assist them. To encourage take up of any of the available support provision, including the Workplace Buddy Scheme, a Team Talk article has been produced to raise awareness for publication early in February.
14. Training courses for managers and supervisors now also include a section on the Workplace Buddy Scheme and the wider wellbeing agenda, therefore ensuring that managers are aware of the wealth of support opportunities available to employees to enable them to remain in work and to enable a smooth return for any employee who has been absent for a significant time.



15. There will be ongoing briefings for the volunteer buddies to ensure that they are aware of the parameters of the role as with the Mental Health First Aiders. This is to ensure appropriate boundaries are maintained given it is not the intention to offer a therapeutic service other than that which is already provided as the counselling service from Care First.

### **Other Options Considered**

16. The Council has developed a comprehensive support package for employees over a number of years. It was felt that the more informal buddying approach would provide employees with choice and complement the existing provisions. Take up of the scheme and feedback will be monitored as far as possible, whilst maintaining confidentiality, in order to try to measure the impact of the implementation of the new scheme.

### **Reasons for Recommendations**

17. The Council facilitates and encourages employees to access a range of activities and initiatives to support them to become more resilient and to respond to and manage difficult issues and problems which may arise both inside and outside of work with the aim of preventing ill health and supporting employees to remain effective at work.
18. The Workplace Buddy Scheme complements more formal provisions with its network of volunteer buddies which it is hoped employees will find more accessible than a formal referral process to professional external providers of services such as counselling. Employees may also feel that there is less likelihood of being judged or stigmatised for speaking to a colleague rather than accessing professional or more clinical services. However, if in talking to a buddy it becomes apparent that a more in-depth intervention from a mental health professional is required, buddies will be advised to signpost colleagues to alternative provisions and employees supported to take these up.

### **Statutory and Policy Implications**

19. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Data Protection and Information Governance**

20. Access to the scheme will be voluntary and issues discussed confidential between the buddy and employee. The exception would be if a significant potential risk was identified in which case, appropriate professional advice would be taken and the employee encouraged and supported to seek professional help.

### **Human Resources Implications**

21. These are set out in the body of the report. The Workplace Buddy Scheme has been discussed with the recognised trades unions and will form part of the Council's overall support package for employees. Trades union colleagues support the development and provision of this role

and are keen for staff to be encouraged and enabled to volunteer and undertake the role without it impacting negatively on their own workloads.

### **Public Sector Equality Duty implications**

22. Volunteer buddies will be from across the workforce, including employees with protected characteristics. The scheme will be available to all employees.

## **RECOMMENDATIONS**

It is recommended that Members:

- 1) Approve the continuation of the Workplace Buddy Scheme and support the ongoing communication to employees to promote the developing scheme.
- 2) Agree to receive a further progress report on the wider support provision including the Workplace Buddy Scheme in six months' time.

**Marjorie Toward**

**Service Director – Customers, Governance and Employees**

**For any enquiries about this report please contact:** Gill Elder, Group Manager at [gill.elder@nottsc.gov.uk](mailto:gill.elder@nottsc.gov.uk) or on 0115 9773867

### **Constitutional Comments (KK 14/11/19)**

23. The proposals in this report are within the remit of Personnel Committee.

### **Financial Comments (SES 11/01/19)**

24. There are no specific financial implications arising from this report.

### **Human Resources Comments (GME 07/01/19)**

25. The Council recognises that employees experience periods of both physical and mental ill health at various times of their lives. It seeks to have the most comprehensive package of support available for employees to access as evidence that they are valued and also as a means of reducing long term absence and facilitating supported return to work.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

### **Electoral Division(s) and Member(s) Affected**

- All

**30 January 2019****Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****GENDER PAY GAP – UPDATE****Purpose of the Report**

1. The purpose of this report is to provide Personnel Committee with an update of Nottinghamshire County Council's Gender Pay Gap for publication as required by the public sector duty under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 and seek agreement to the proposed actions to continue to address this issue.

**Information****Background**

2. An initial report was brought to Personnel Committee on 7 March 2018 which outlined the new requirement for employers of over 250 employees to report their "gender pay gap" (GPG). Schools' information is not required in the gender pay reporting for local authorities as this remains the responsibility of the governing body for eligible maintained schools or the proprietor for academies with 250 plus employees.
3. The 2018 report explained that a calculation was required which shows the difference between the mean (average) and the median (mid-point) earnings between men and women expressed as a percentage of men's earnings. It is also important to note that the gender pay gap differs from equal pay which relates specifically to the pay differences between men and women undertaking work of equal value.
4. The Gender Pay Gap requirements define pay as "ordinary gross pay" which includes payments relating to basic pay, allowances and paid leave. Ordinary pay does not include pay related to overtime, redundancy or termination of employment and pay in lieu of annual leave.
5. The Council has an equality proofed pay system delivered through the robust application of job evaluation and the maintenance of our "Single Status" agreement. The Council also applies the national pay spine and nationally negotiated pay awards.
6. There has been significant publicity around the gender pay gap in organisations such as the BBC. The Council's position is significantly different from some of these high profile organisations; partly due to the nature of some of the services we continue to provide and

the people engaged to deliver them being primarily part time female employees.

7. Since the introduction of the requirements for Gender Pay Gap reporting, it has been reported in the HR professional press that there is cause for suspicion of organisations which manage to resolve their gender pay gap within the first 12 months of the introduction of the reporting requirements. Problems have been highlighted where some employers are reporting incorrectly. For example reporting an even 50% gender split in all 4 pay quartiles which is highly unlikely in any organisation employing 250 or more people. Other potential issues identified include not giving the issue sufficient profile and not ensuring that the “responsible person” is at a sufficiently senior level within the organisation. In some cases, organisations have reported a closing of significant pay gaps within the first 12 months with limited recruitment taking place. In exploring how such rapid progress can be achieved, the Council has received clear legal advice that creating all female shortlists for areas where women are under-represented is illegal and potentially discriminatory.

### March 2018 position

8. The Gender Pay Gap Information Regulations require us to use payroll information as at 31st March each year and to have published the details by this date of the following year, therefore this report provides the situation as at 31<sup>st</sup> March 2018.
9. The attached infographic at **Appendix 1** provides information which reflects the organisational structure as at 31 March 2018. The impact of the creation of the Chief Executive’s Department from 1 July 2018 will be covered in next year’s report. As required, the summary information contained as part of the infographic includes the following:
  - Mean gender pay gap
  - Median gender pay gap
  - The proportion of gender in each pay quartile, that is, a breakdown into four equal sections lowest to highest, by their evaluated hourly rate and which shows the number and proportion of female to male employees in each quartile.
10. The Council has shown positive indications of progress over the previous reporting period. The overall gender pay gap in Nottinghamshire County Council is a mean gap of **11.51%** and a median gap of **20.22%**, an improvement from our initially reported position in March 2017 of 12.33% and 25.37% respectively.
11. Within the Council, men continue to be most highly represented in the upper pay quartile at 29.5%, previously 30.4%, and women are most highly represented in the lowest pay quartile at 84.7%, previously 85.1%. Although one of our Corporate Directors left the Council’s employment last June, Members will be aware that we have recently successfully recruited a new female Corporate Director in Adult Social Care and Health. In addition another female colleague was appointed to a statutory officer post at the next most senior level in our organisation following the creation of the Chief Executive’s Department which shows continuing progress being made at the most senior levels.
12. However, given the current financial context, there has been limited recruitment within the Council in the last 12 months except in areas of social care which remain predominantly

female. This has impacted on the number of opportunities to significantly alter the gender pay gap for the reported period.

13. The Council continues to pay the Living Wage Foundation Living Wage as opposed to the National Living Wage. This is paid as an allowance, equivalent to £9.00 per hour from 1 November 2018, and has most benefited our frontline part time female workers since the Council implemented payment from 1 April 2014.
14. Between March 2017 and March 2018, a national pay award has been applied and the Living Wage Foundation Living Wage increased by 30p per hour, providing a 3.5% uplift for the lowest paid employees who are predominately female and engaged in business support or cleaning/catering functions. Attention has now been turned to implementing the second year of the national pay award and determining the impact
15. Work continues to deliver the identified actions to reduce the pay gap; including the maintenance of an equality proofed pay system. The in-house job evaluation service has recently been externally audited and received a 100% validation rate on the roles they had provided grades for.

### **Actions Required**

16. The Council continues to be committed to taking further appropriate action to reduce the gender pay gap and monitoring progress on this over time.
17. There were three priority areas identified as requiring action including **recruitment, flexible working** and **career development and progression**. The attached draft action plan at Appendix 2 seeks approval to continue to develop and identify further actions in these 3 priority areas to enable us to continue to make steady and sustainable progress in closing the gap whilst maintaining our principle of recruiting and promoting the most suitable candidates, in terms of qualification and experience, for any advertised role. Further work will be undertaken with the Corporate Equality Group to ensure we continue to develop, progress and monitor the success of the Action Plan.

### **Recruitment**

18. A report to Personnel Committee in November 2018 advised of the variety of job fairs and career events across the county which had been attended and approval was given for that work to continue throughout 2019 including the renewed focus on talent management and work based learning opportunities.
19. The amended approach draws together a range of activities around work experience, apprenticeships and graduate training schemes to ensure the issue of addressing the gender pay gap underpins all our activities relating to attracting and retaining people with the right skills and knowledge, to enable us to deliver on key strategic priorities.
20. The updated action plan also identifies additional training to be provided for managers and members.

### **Flexible working**

21. In seeking to promote the Council as an Employer of Choice, we have engaged with Timewise, an organisation who assist employers to attract and develop the best talent through flexible working. This is not only through creating flexible physical working

environments and opportunities for more flexible working hours, but also to consider how jobs are designed and how work is undertaken where it is appropriate to do so. The work with Timewise includes examining the culture of the organisation and engaging senior leaders in supporting and modelling good practice in relation to flexible working.

22. To date a series of workshops have taken place with managers and trade union colleagues to gather information on what is currently available and to explore further how our future offer to existing and new employees can be developed.
23. Flexible working was also a key area of discussion which formed part of the workshop activities during the Chief Executive Focus Groups which took place over the summer. Approximately 10% of the Council workforce attended these events in person and there were opportunities to submit ideas, comments and suggestions using other channels.
24. Work to date has included considering what is understood by flexible working to ensure a wide range of options are considered and that there is consistency in application of provisions. This work will continue throughout 2019 and progress reported to Personnel Committee.

### **Career development and progression**

25. Career development and progression is being supported across the Council through the coaching network. To date 138 employees have accessed the coaching network of which 68% were female. The top two coaching themes are Career Development and Confidence Building. The coaching network is a valuable tool to complement line management support and individual learning to assist employees in developing their careers and maximising their potential.
26. Members will also note from today's agenda, an update report regarding the next stage of the Leadership Development Programme. The offer will be promoted to aspirant managers and include specific qualifications to ensure that there are clearly identified career pathways for those joining the organisation at entry level should they choose to seek to develop their careers with the Council. Specific groups can be targeted as part of this programme.

### **Other Options Considered**

27. As an employer of more than 250 people, the Council has a legal duty to publish this information. The Council welcomes the opportunity to be open and transparent regarding its reporting of the gender pay gap and the identified, sustainable actions which can be taken to improve the situation. A number of different actions have been considered to address the pay gap.

### **Reasons for Recommendations**

28. The Council has a legal duty to publish information on the Gender Pay Gap annually on its public website by 31<sup>st</sup> March. This report provides the detail of the information required and also identifies and seeks approval for the ongoing actions required to address the Gender Pay Gap.

## Statutory and Policy Implications

29. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### Human Resources Implications

30. The Human Resources implications are implicit in the body of this report.

### Equalities Implications

31. In seeking to go beyond the minimum legal requirement for reporting and to maintain our position as an employer of choice, the ability to demonstrate actions to close the gender pay gap for our current and future workforce indicates our commitment to inclusivity and equality as an employer where talent is recognised and promoted.

### Financial Implications

32. There are no direct financial implications arising from the publication of Gender Pay Gap information.

### Data Protection Implications

33. There are no data protection implications arising from this report as all information is in relation to trends rather than named individuals' data.

## RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the publication of the required Gender Pay Gap information as set out in **Appendix 1** on the public website.
- 2) Agree the action plan attached as **Appendix2** and that this be discussed further at Corporate Equalities Group.
- 3) Agree to receive an annual update on progression towards closing the gender pay gap within the Council as part of our future reporting duties.



**Marjorie Toward**  
**Service Director – Customers, Governance and Employees**

**For any enquiries about this report please contact:**

Gill Elder, Group Manager HR on 0115 9773867 or [gill.elder@nottsc.gov.uk](mailto:gill.elder@nottsc.gov.uk)

**Constitutional Comments (KK 14/01/29)**

34. The proposals in the report are within the remit of the Personnel Committee.

**Financial Comments (SES 08/01/19)**

35. There are no specific financial implications arising directly from this report.

**Human Resources Comments (GME 04/01/19)**

36. The human resources implications are implicit in the body of the report.

**Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

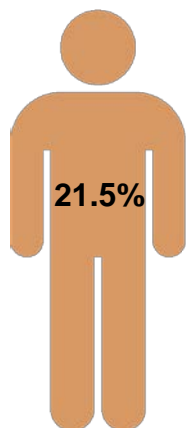
- Report to Personnel Committee - Gender Pay Gap Reporting 7 March 2018

**Electoral Division(s) and Member(s) Affected**

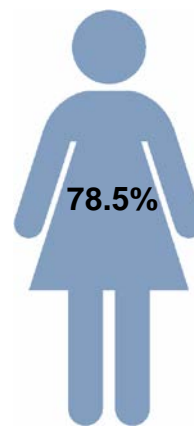
- All



## Appendix 1: Nottinghamshire County Council Gender Pay Gap – 31 March 2018



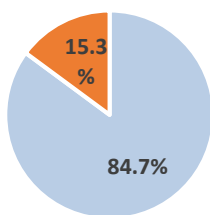
	Women's earnings are:
<b>Mean</b> gender pay gap in hourly rate	<b>11.51% lower</b>
<b>Median</b> gender pay gap in hourly rate	<b>20.22% lower</b>



GPG Equivalent Workforce  
Directly Employed Headcount in scope **7,946**

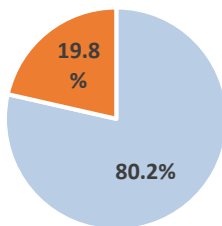
### By Pay Quartile

Lower  
quartile



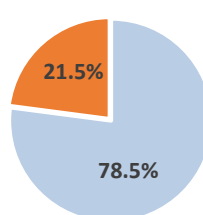
■ Female ■ Male

Lower middle  
quartile



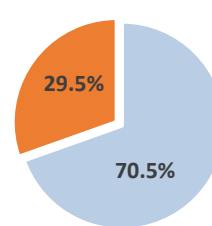
■ Female ■ Male

Upper middle  
quartile



■ Female ■ Male

Upper  
quartile



■ Female ■ Male

### Reducing the Gap: Priorities for Action

Recruitment

Flexible Working

Career Development and Progression



## GENDER PAY GAP – ACTION PLAN

Priority Area	Action Required	Responsible Officer(s)	Timescale
<b>Recruitment</b>	Review existing e-learning module on Recruitment to raise awareness of potential bias in any part of the process from job design, advertising to how selection process is undertaken.	Sarah Tinsley	April 2019
	Deliver targeted face to face training starting with service areas where gender imbalance is particularly prominent.	Helen Richardson	Sept 2019
	Deliver refresher training for all elected members involved in Senior Staffing Committee, the responsible body for all appointments at service director level and above.	Keith Ford/Gill Elder	July 2019
	Refresh website recruitment pages highlighting the commitments the Council has made, actions underway and promoting flexible working opportunities.	Gill Elder	July 2019
	Continue to promote the Council as an employer of choice through attendance at a range of recruitment events across the county.	HR/Service specific managers	Ongoing
	Develop and report on a range of metrics to provide detailed information on recruitment statistics including attraction, application, interview success and subsequently retention and benchmark with comparable organisations and professional bodies.	BSC/HR	July 2019 onwards
	Continue to develop a cohesive range of activities around work experience, apprenticeships and graduate training schemes which underpin our aspiration to further close the gender pay gap whilst maintaining a system which values talent and ability and promotes on merit.	Helen Richardson/Gill Elder	April 2019 onwards
<b>Career Development and Progression</b>	Continue to promote the Council's coaching network as a means to consider and identify opportunities for career development by enabling all employees to access a trained, accredited coach.	Helen Richardson	Ongoing throughout 2019
	Continue to monitor uptake of coaching and target specific groups/areas where low uptake identified.	Helen Richardson	Ongoing
	Promote relevant content on-line on "My Learning My Career" portal to support and assist employees grow and develop their knowledge and skills and identify career development opportunities.	HR business partners and departmental workforce leads	Ongoing

## Appendix 2

	Monitor completion of EPDRs and undertake audits of development requirements with course availability and relevance of content in meeting identified needs.	Learning & Development Officers	June 2019
	Launch the next phase of the Leadership Development Programme with modular elements to facilitate different levels of engagement, learning styles, working patterns and reflect a wider range of needs. To include specific targeted content and broader, more formal qualification training.	Gill Elder/Helen Richardson	Spring 2019 subject to Personnel Committee agreement
	Continue to develop formal and informal learning opportunities to ensure the Council's learning and development offer is comprehensive and meets current and future needs and which can be delivered flexibly to ensure opportunities are accessible to all.	Workforce and Organisational Development Leads	Ongoing
	Create a working environment where people feel valued for what they do, the contribution they make every day, whether or not they wish to further develop their careers into management or more technically specialised positions and where provision is made for people wishing to maintain their employment when other parts of their lives need to take priority without this being judged.	Crossover between Timewise Working group and Organisational Development	Ongoing
<b>Flexible Working</b>	Continue Timewise workshops and implement outcomes to maximise the opportunities provided by flexible working arrangements as a means of attracting and retaining talent.	Timewise Working Group	Autumn 2019
	Promote understanding of flexible working beyond the physical environment and working patterns to include how jobs are designed and future outputs measured.	HR/Job Analysts	Spring 2019
	Create further opportunities to enable people to work flexibly to incorporate family/caring responsibilities whilst maintaining productivity and performance.	Timewise working group	Ongoing
	Timewise Workshop with session leaders to embed cultural change from top down.	Gill Elder	July 2019
<b>General</b>	Continue to work with Trade Union colleagues and the Corporate Equalities Group to identify additional actions which may assist the Council to close its gender pay gap.	Gill Elder	December 2019
	Ensure there is a clear distinction and understanding between equal pay through the continuing robust application of job evaluation so work of equal value is consistently and fairly rewarded as opposed to reducing the gender pay gap which is about representation at various levels of the workforce.	Gill Elder	Ongoing

**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****BUSINESS SERVICES CENTRE PROPOSALS FOR DELIVERY OF SAVINGS  
FROM 1 APRIL 2019****Purpose of the Report**

1. The purpose of this report is to seek approval from Members to the delivery of further savings effective from 1 April 2019 through the disestablishment of identified vacant posts within the Business Services Centre.

**Information****Background**

2. The Business Services Centre (BSC) was established following the implementation of the Business Management System in November 2011.
3. The BSC undertakes transactional HR activity (payroll, contracts of employment, maintenance of HR records, maintenance of organisational structures, recruitment and pre-employment checking); pension administration activity for the Local Government Pension Scheme (LGPS) for Nottinghamshire; accounts payable and accounts receivable (invoice processing, debt recovery and enforcement, income reconciliation); basic treasury management and accounting and clearing house activity. The BSC provides services to all departments of Nottinghamshire County Council, as well as a range of sold services (payroll, recruitment, advertising, disclosure and barring checks).
4. The BSC is also responsible for supporting the day to day operation and maintenance of the Council's integrated Business Management System via the Competency Centre. The Business Management System provides the Council with an integrated HR, Finance and Procurement system from one of the leading providers of such systems, SAP. After over 7 years of operation BMS is now operating in a mature state. All BMS modules operated by the Council have been regularly upgraded in accordance with the supplier's upgrade schedule which means that the system is supported by the suppliers until 2025 or beyond.

## Business Services Centre savings programme

5. The Business Services Centre has already delivered efficiency savings of £2.513m over the period 2014-2015 to 2018-2019 through a range of savings and efficiency projects, as detailed in the following table:

<b>Business Support Centre Savings</b>	
<b>Financial Year</b>	<b>Savings</b>
2014-2015	£1m – delivered
2015-2016	£500k – delivered
2016-2017	£349k – delivered
2017-2018	£307k – delivered
2018-2019	£357k – delivered
<b>Total Delivered To Date</b>	<b>£2.513m</b>
2019-2020	£152k – delivered in this report
	<b>£2.665m</b>

6. The BSC savings proposals outlined within this report, in addition to the previous savings, will deliver a total net saving of £2.665m, 57.5% of the 2013-2014 net budget effective from 1 April 2019.

## Continuous programme of improvement

7. The BSC has an ongoing programme of continually reviewing and re-designing its end to end business processes, reducing handover points, recycling/pulling data through processes removing the need to rekey data, maximising the use of technology across its transactional teams, for example:
- Continuous programme of reviewing, redesigning and implementing online forms.
  - Further development of the Authority's e-recruitment system to consolidate all activity within one solution including referencing and the production of contracts of employment.
  - Continuing to expand the use of online payment functionality to enable payment of services, removing the requirement to produce an invoice and where possible to reduce or eliminate debt situation occurring.
  - Development of an e-payslip solution to be rolled out to external payroll customers and employees currently in receipt of hard copy payslips.

## End to end review of support arrangements

8. Given the level of system maturity of BMS and the in-house technical expertise which has developed since implementation, an end to end review was undertaken to review the support model as a route to deliver savings, ensuring the continued provision of the best possible value for money and improving the overall support arrangements whilst effectively managing risk and without comprising the available system functionality.
9. Phase 1 of the review resulted in an alternative third line support partner being appointed. Rimini Street were selected to deliver this service and the contract commenced in January 2018, as set out in the report to Personnel Committee on 31 January 2018. This contract has provided the Authority with a bespoke support model tailored uniquely to how the Council has implemented the system and provides greater flexibility. Service level agreements are a key

components of this contract and enable the Council to more effectively manage the contract and hold Rimini Street to account if required. This was not possible with the previous supplier.

10. The move to Rimini Street enabled the BSC to re-scope the requirements of the contract for second line support as phase 2 of the review.
11. The BSC, supported by Corporate Procurement, undertook soft market testing to identify the potential options open to the Council. Ultimately two suppliers submitted a bid for the contract. Following review and scoring of the tenders CGI, as set out in the report to Personnel Committee on 3 October 2018, were appointed as the preferred supplier at a reduced cost from the previous contract.
12. Changes in requirements following the implementation of new support contracts and new ways of working, has enabled a further review of internal support requirements. This has enabled the BSC to pro-actively hold vacancies to support the delivery of the 2019-2020 savings. The savings target of £150,000 is delivered through the deletion of the following posts which will actually deliver a saving of £152,372.

Post	FTE
Senior Practitioner Organisational and Position Management	1
BSC Account Manager	1
Competency Centre – Functional Support Officer x 2	2
<b>Total</b>	<b>4</b>

### Other Options Considered

13. A range of options have been considered in proposing the delivery of the 2019-2020 savings taking into account the development and maturity of the BMS system as well as the maturity of the Council's shared services model.

### Reason for Recommendation

14. The proposed post deletions reflect the next phase of the continuous improvement programme at the BSC together with the fact that BMS has been live for over 7 years and is now operating in a mature state with an appropriate support model which reflects the level of system maturity and in-house technical expertise.

### Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Data Protection and Information Governance**

16. The recommendations in the report do not directly impact on how employee, customer and vendor data is held or processed.

## **Financial Implications**

17. The BSC's continuous programme of improvements and the end to end review of support arrangements for BMS over delivers the savings of £150,000 required for 2019-2020 by delivering a total saving of £152,372.

## **Human Resources Implications**

18. There are no human resources implications arising from this report as the proposed changes set out in the report relate to vacant posts which have been pro-actively held by the Business Support Centre in support of the delivery of the savings of £150,000 required for 2019-2020.

## **RECOMMENDATION**

It is recommended that Members:

1) Approve the deletion of posts at the BSC as set out in paragraph 12 to deliver a further £152,372 of savings with effect from 1 April 2019.

**Marjorie Toward**

**Service Director – Customers, Governance and Employees**

**For any enquiries about this report please contact:**

Sarah Stevenson, Group Manager BSC on 0115 977 5740 or [sarah.stevenson@nottsc.gov.uk](mailto:sarah.stevenson@nottsc.gov.uk)

## **Constitutional Comments (KK 14/01/19)**

19. The proposal in this report is within the remit of Personnel Committee.

## **Financial Comments (SES 08/01/19)**

20. The financial implications are set out in paragraph 17 in the report.

## **Human Resources Comments (JP15/01/19)**

21. There are no direct Human Resources implications arising from this report as noted in paragraph 18.



## **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Report to Personnel Committee 31 January 2018 – Business Management System Change of Support Partner.
- Report to Personnel Committee 3 October 2018 – Business Management System (BMS) – Contract award for 2<sup>nd</sup> line support partner as part of the review of external support arrangements for the Council's BMS.

## **Electoral Division(s) and Member(s) Affected**

- All



## **REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES**

### **LEADERSHIP DEVELOPMENT PROGRAMME - UPDATE**

#### **Purpose of the Report**

1. The purpose of this report is to update members of the Personnel Committee and seek agreement to the next phase of the Council's Leadership Development Programme.

#### **Information**

2. The Council's Leadership Development Programme seeks to build effective leadership and management capacity now and for the future, seeking to improve the quality and effectiveness of decision making, a key component to organisational effectiveness.
3. The Council has delivered a successful Leadership Development Programme (LDP) for several years which has included inputs from the Council's own senior leadership team, as well as invited external speakers to discuss subjects of relevance to the public sector. One very successful session was delivered by Lisa Pursehouse, Chief Executive of Nottinghamshire County Cricket Club. Lisa is a real advocate for female leaders and shared her story of progressing to a senior level within a sports environment.
4. This next iteration of the LDP will focus on providing managers at all levels within the organisation with the opportunity to undertake qualification training funded via the Apprenticeship Levy in addition to continuing their professional development via targeted interventions.
5. The Council is committed to investing for the future by being a "Learning Organisation" with a learning culture which supports the delivery of transformational change by maximising the skills and talent available across the workforce.
6. The refreshed Leadership Development Programme will align with the Council's vision and strategic priorities and enable our managers to lead effectively and manage more effectively organisational change and transformation.

#### **Principles**

7. A set of principles has been developed to support the delivery of the programme. These are outlined below and include:

- An ongoing commitment to fairness and equity
- The provision of learning opportunities through a blend of virtual and direct provision
- Building a Learning Organisation which has the future skills base to support transformation and future business needs
- Continuous learning being an individual as well as an organisational responsibility
- Compliance with the Council's Employee Performance and Development Review (EPDR) process
- Completion of any learning and development activity identified by the organisation as mandatory or core for specific roles eg. health and safety training
- Consideration of in-post Apprenticeships as a resource to develop employee skills, knowledge and qualifications and to grow leaders for the future.

## **Leadership Development Programme**

8. Work is currently underway with a number of providers to procure Leadership and Management qualifications, ensuring that managers from across the organisation have the opportunity to develop their leadership skills. These providers include Nottingham Trent University, who for the first time, will be seeking to deliver level 5 qualifications alongside their established programmes of level 6 and 7 qualifications. The Council also currently works with Steadfast Training who are providing Leadership and Management training to the co-hort of trainees on the Graduate Development Programme.
9. The proposed programme will offer a comprehensive and blended package of learning activities for the Council's managers, as illustrated in **Appendix 1**. The appropriateness of the activity to the individual will depend on identified learning needs, job role and/or the employee's stage in the employment "lifecycle". This programme will support employees to respond both positively and with resilience to changes in the workplace and to be supported and enabled to take personal responsibility for their own career development. Programmes will be open to existing leaders wishing to refresh or develop their skills and aspirant leaders.
10. The programme offers a wider opportunity for managers to develop their leadership skills through a range of opportunities including:
  - Leadership and Management Qualifications undertaken via the Apprenticeship Standards
  - Internal Bespoke Learning and Development Offer
  - The Council's Career Development Portal

## **Leadership and Management Qualifications for Existing Employees through utilisation of the Apprenticeship Levy**

11. The Apprenticeship Levy provides the Council with the opportunity to introduce a range of qualification training which has previously been limited due to the costs involved. Members received a report to Personnel Committee in November 2018 regarding the Apprenticeship programme which outlined the proposed co-horts and associated costs.

12. As payment of the Apprenticeship Levy is a requirement, taken at source by HMRC, the Council has the opportunity to introduce a range of qualification training utilising these funds. Members received a report at the November Personnel Committee in relation to the Apprenticeship programme at the Council, which outlined the proposed co-horts and associated costs. The table below shows the proposed roll out of the Leadership Development Programme qualifications to be funded via the Apprenticeship Levy and outlines the leadership and management apprenticeship standards on offer.

<b>Level within organisation</b>	<b>New and Aspiring Managers</b>	<b>Team Managers and Aspiring Group Managers</b>	<b>Corporate Leadership (Service Directors and above)</b>
<b>Qualification Level</b>	Level 3	Level 5	Level 7
<b>Professional Qualification</b>	ILM and/or CMI	ILM and/or CMI	ILM and/or CMI
<b>Duration</b>	12 – 18 months	Two and half years	Two to Two and half years
<b>Proposed numbers for 2019-20</b>	80	60	2
<b>Funding required from Levy</b>	£400,000	£540,000	£36,000

13. A total forecast spend of £976,000 would be required from the Apprenticeship Levy to support the above number of managers and senior leaders to undertake the appropriate qualification level. The Councils levy payment is currently taken at source at a rate of 0.5% of the pay bill.

### **Bespoke Learning and Development Offer**

14. Alongside the proposed qualification training, the Council provides a comprehensive internal learning and development offer. This offer is delivered through a blend of virtual and direct provision and is accessed through the “My Learning My Career” pages of the intranet. The learning and development offer has been expanded to cover core modules of Leadership and Development training and courses identified by specific departments to meet their service needs. This will enable more employers to access this training in a way which best fits their individual circumstances, learning styles and organisational requirements.

### **Development of a Talent Pool**

15. In order to build upon the success of the in house graduate development programme and to enhance the Council’s commitment to being an employer of choice, the proposed development of a talent pool will include a comprehensive work experience programme, student placement opportunities and career pathways that provide clear development

opportunities for the Council's workforce. The talent pool will also offer opportunities for:

- Internal and External secondments
- Shadowing Opportunities
- Workplace Coaching.

This will underpin the Leadership Development Programme.

### **Career Development Portal**

16. Members have previously received a demonstration of the Career Development Portal which was launched in the latter part of 2018. The portal has been very well received and will continue to play a significant part in enabling the Council to develop its leaders, whilst also supporting the Council's commitment to managing and retaining talent within the organisation.

### **Other Options Considered**

17. Consideration has been given to seeking an external provider to develop a leadership programme for the Council. The proposed approach outlined in this report enables the programme to be responsive to the changing needs of the business and is the most cost effective and flexible way of delivering a programme of this size and scale to meet individual aspirations and organisational requirements..

### **Reasons for Recommendations**

18. Approval for using funding from the Apprenticeship Levy for qualification training will enable the Council to offer qualifications to employees to develop their skills in leadership and management, supporting the Council's intention to be an employer of choice and a learning organisation and ensuring the Council has the knowledge and skills it requires now and for the future.

### **Statutory and Policy Implications**

19. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Data Protection and Information Governance**

20. There are no data protection issues arising from this report as the information provided does not identify any individual.

## **Financial Implications**

21. The financial implications are set out in paragraph 9 and all costs of qualification training will be met by the Apprenticeship Levy.

## **Human Resources Implications**

22. The use of the Apprenticeship Levy to fund leadership and management qualifications will enable the Council to support the career development of its workforce and provide effective leadership and management across the organisation.

## **RECOMMENDATIONS**

It is recommended that Members:

- 1) Approve the use of the Apprenticeship Levy to fund the proposed leadership and management qualifications element of the leadership development programme.
- 2) Agree to receive further information on progress being made with the programme in six months' time.

**Marjorie Toward**

**Service Director - Customers, Governance and Employees**  
**Chief Executive's Department**

**For any enquiries about this report please contact:**

Helen Richardson – Senior Business Partner on 0115 9772070. [helen.richardson@nottscc.gov.uk](mailto:helen.richardson@nottscc.gov.uk)

## **Constitutional Comments (KK 14/01/19)**

23. The proposals in this report are within the remit of Personnel Committee.

## **Financial Comments (SES 08/01/19)**

24. The financial implications are set out in paragraph 17 in the report.

## **Human Resources Comments (GME 07/01/19)**

25. It is important for the success of Nottinghamshire County Council that we continue to invest in current and future managers to ensure performance and capacity are maximised and maintained. This will form part of the actions implemented to address our existing Gender Pay Gap by creating an environment where people who want to build their careers have the opportunity to do so.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

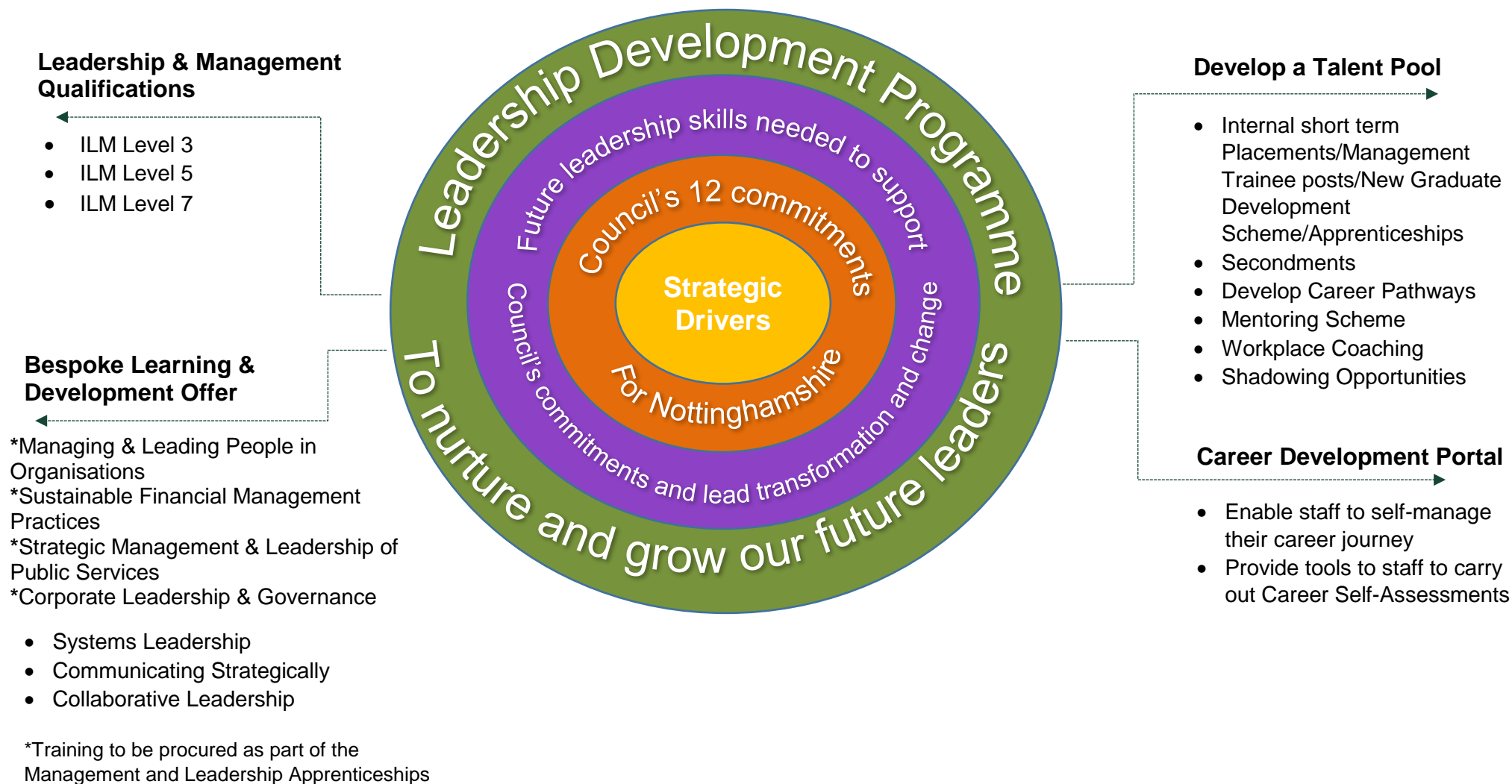
- None

### **Electoral Division(s) and Member(s) Affected**

- All



# Leadership Development Programme





**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2019.

**Information**

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme has been drafted in consultation with the Chairman and Vice-Chairman, and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme.

**Other Options Considered**

5. None.

**Reason/s for Recommendation/s**

6. To assist the committee in preparing its work programme.

**Statutory and Policy Implications**

7. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

- 1) That the Committee considers whether any amendments are required to the Work Programme.

**Marjorie Toward**  
**Service Director – Customers, Governance and Employees**

**For any enquiries about this report please contact: Sarah Ashton, Democratic Services Officer, Tel: 0115 977 3962**

### **Constitutional Comments (HD)**

8. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

### **Financial Comments (NS)**

9. There are no financial implications arising directly from this report.

### **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

### **Electoral Division(s) and Member(s) Affected**

- All

## Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
<b>13 March 2019</b>			
Update on Guaranteed Minimum Pension Project	Update on project and use of Project Management Resource	Marje Toward	Sarah Stevenson
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 3 - 2018/19)	Quarterly update, review and approval of actions	Marje Toward	Gill Elder
Update on progress in relation to Disability Confident scheme	Update on outcome of self-assessment process and approval of next steps	Marje Toward	Gill Elder
Update on review of flexible working	Update on flexible working review	Marje Toward	Gill Elder
Next phase of savings in Business Support Services	Approval of next phase of Business Support savings	Marje Toward	Julie Forster
<b>22 May 2019</b>			
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 4 - 2018/19)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Health and Safety Six Monthly Update	Update on progress and approval of next steps	Marje Toward	Gill Elder/John Nilan
Attendance at Careers Outreach Events – Six Monthly Update	Review and learning from previous events to inform future programme of activity	Marje Toward	Gill Elder
Care Leavers and How We Support Them	Review and learning from previous events to inform future programme of activity	Marje Toward	Gill Elder
<b>24 July 2019</b>			
Workforce Strategy – update report	Update on progress and approval of further actions	Marje Toward	Gill Elder

